

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING AN APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 1991

ORDERED: That the following transfer be made in the General Fund of the City of Cambridge:

FROM	AMOUNT	TO	AMOUNT
Fire Department Salary & Wages Account	\$95,000.00	Fire Department Other Ordinary Maintenance Account	\$95,000.00

REASON (S) Fire Department Study.

In City Council December 9, 1991.
Adopted by a yeas and nays vote:-
Yeas 9; Nays 0; Absent 0.
Attest:- Joseph E. Connarton, City Clerk.

A true copy;

Joseph E. Connarton

ATTEST:-

Joseph E. Connarton, City Clerk.

PATRICK R. SINNOTT

POSITION: PARTNER - Ernst & Young

EDUCATION: York University - M.B.A. - 1981
York University - M.A. (Mathematics) - 1978
University of P.E.I. - B.Sc. (Mathematics) - 1976

MEMBERSHIPS: Canadian Association of Logistics Management
Canadian Operations Research Society

EXPERIENCE: 1981 to Present - Ernst & Young

Mr. Sinnott specializes in the practise of operations research, operations management and the design and application of decision support systems. During the last nine years, Mr. Sinnott directed, managed or played a substantial role in the following major assignments:

- directed numerous organization and operations reviews of fire departments throughout North America. Reviewed the communications centre and dispatch procedures, conducted a risk analysis and a statistical analysis of response times, assessed the distribution of the fire stations, apparatus and manpower; and reviewed the fire prevention programs
- directed an operations review of the crash rescue, emergency medical response and structural fire protection services at Logan International Airport, Boston, Massachussetts. Developed staffing and shift schedule recommendations based on a review of the Federal Aviation Administration regulations, the standard operating procedures and service level policies; and a statistical analysis of aircraft, medical, marine and structural alarms.
- conducted a review of the Operations Research Bureau of the New York City Fire Department. Made recommendations regarding the Department's requirements for apparatus and personnel deployment modelling, financial modelling and decision support systems. Recommended how to staff and organize the Operations Research Bureau to meet these demands.
- directed an operations review of the Regina Police Service that encompassed the Service's mission, goals and objectives, the organization structure, the operational effectiveness and efficiency of the Patrol and Criminal Investigations Divisions, and the roles and capabilities of the Communications, Technical Support and Human Resource functions.
- conducted an analysis of the Royal Canadian Mounted Police's requirements for staffing and resource models. Assessed the strengths and weaknesses of the methodologies and algorithms contained in the models used currently to determine resource requirements for provincial and municipal contract policing.
- reviewed the civilian staffing requirements for the Metropolitan Toronto Police 911 Communications Branch and used mathematical simulation to develop shift scheduling alternatives that took into account peak period demands, availability of part-time staff, budgets and the shift schedules of the uniformed force. This work included negotiations with the Metropolitan Toronto Police Association, the Police Commission and the Police Department.

- used a variety of management science techniques, including the Analytic Hierarchy Process and linear programming, to determine an optimal combination of projects (capacity planning) for a Department of National Defence maintenance workshop. This work resulted in an annual value added ranging between \$3.6 and \$7.2 million.
- was a member of the multi-disciplinary team that carried out an extensive operations review of Revenue Canada Taxation. Analyzed the processing procedures, scheduling methods and workload levels in the Assessing and Appeals Branches.
- directed the application of queuing theory and other operational research techniques used to assist a company in the oil and gas industry with the design and staffing of new facilities.

**1976 - 1980 - Teaching Assistant, Department of Mathematics,
York University**

1973 - 1980 - Officer, Canadian Armed Forces (Primary Reserve)

EMER/05/90

DAVID M. McCORMACK

POSITION:

PRESIDENT, Fire Safety Systems, Inc.
1015 33rd St. N.W. #404
Washington, D.C. 20007
Home Telephone: (202) 338-5193
Office Telephone: (202) 965-2720

EDUCATION:

Masters Degree, Business Administration
Columbia University (1971)

Bachelors Degree, Mathematics
City University of New York
(Brooklyn College, 1963)

MILITARY:

U.S. Navy (4 years)

ADMINISTRATIVE EXPERIENCE:

President of Fire Safety Systems, Inc. Fire Safety Systems, Inc., is a consultant firm in safety, engineering and fire protection with offices in New York City and Washington, D.C. Clients include international trade and union organizations, federal agencies, state governments and private corporations.

FIRE PROTECTION EXPERIENCE:

Appointed first Superintendent of National Fire Academy by the United States Secretary of Commerce and served in that capacity from 1976 to 1979. As Superintendent of the Academy was responsible for the design and administration of a curriculum of fire safety training for engineers, architects, interior designers, fire fighters and others who have an impact on the quality of fire protection in the United States. Responsibility also included the selection and development of the site for the National Fire Academy located in Emmitsburg, Maryland.

FIRE DEPARTMENT EXPERIENCE:

Served in the New York City Fire Department in all ranks from recruit fire fighter through Deputy Chief of the Department from 1954 to 1975. In the capacity of fire fighter and fire officer, served in all sections of the city. Work experience included response to over 5,000 alarms of fire.

TEACHING EXPERIENCE:

Served as Associate Professor of Fire Science and Administration and Chairman of the Department at John Jay College of Criminal Justice of the City University of New York from 1974 to 1975. Served as a lecturer in fire protection at the New York City Community College and the Delehanty Institute in New York City from 1968 through 1970. From 1963 to 1968 served as Teacher of Mathematics in the New York City Public Schools.

PUBLICATIONS:

Edited and published "New York City Fire Prevention Code" (1970); co-author of "Emergency Command Procedures During Civil Disorders" (1968); "Site Selection for the National Fire Academy" (1976); and "Education and Training Needs for Fire Protection" (1978).

COMMITTEE MEMBERSHIPS:

Member of the National Fire Protection Committee on Public Fire Protection Criteria; Committee on Fire Reporting; Committee on Fire Department Equipment; Committee on Public Fire Protection Communications; American Institute of Architects Committee on Codes.

ORGANIZATIONAL MEMBERSHIPS:

International Association of Fire Chiefs; Fire Chiefs Association - City of New York; Professional Association of Public Executives; National Fire Protection Associate; National Council of Teachers of Mathematics; MENSA.



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CITY OF CAMBRIDGE
CAMBRIDGE, MASSACHUSETTS 02139

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EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

December 9, 1991

To The Honorable, The City Council:

As the City Council is aware, the City Manager's FY1992 Budget Message identified several areas of city operations for in depth analytical review. It was my desire to remove this analysis from the emotion and time limitations of the annual budget process. One of the areas identified was the City's emergency medical services (EMS), which includes a combination of the Fire Department's Rescue Company, the nearest available fire company and private ambulance providers. After consulting with several professionals in the field including Chief Fitzgerald and John Lawless, President of the Firefighters Union, it was concluded that any needs assessment of the city's EMS program could not be done without examining the relationship of other Fire Department functions to the EMS program. This was particularly evident in the areas of overall staffing need, the replacement of fire equipment and the potential relocation of the Kendall Square Station and what impact that move might have on the Department.

As a result of my initial consultations regarding my concerns in this area, I formed a task force to identify areas to be studied and to develop a Request For Proposal (RFP) for outside assistance in reviewing those identified areas of concern. The task force was comprised of Chief Kevin Fitzgerald, Firefighters Union President John Lawless, Personnel Director Michael Gardner, Assistant to the City Manager Lisa Peterson and Finance Director James Maloney. The Task Force identified three primary areas to be analyzed: station location (particularly the Kendall Square Station), staffing and equipment needs and the EMS program. The results of this study will become an integral part of the public safety planning for the 1990's. Public safety is one of our highest priorities and it is imperative that Cambridge have reliable, comprehensive, and statistically sound information so that the Fire Department and City Council can determine desired policies.

The Task Force developed a comprehensive RFP to solicit bids from consultants who could offer highly technical and professional assistance to the City in our effort. After several months of work and meetings with the various firms and individuals, the Task Force has unanimously recommended that I award a contract to the international management consulting firm of Ernst and Young.

While Ernst and Young has strong credentials in the field, the Task Force was particularly impressed by the two principals who would conduct the analysis. The team would be headed by a former New York Deputy Fire Chief, with an extensive professional and academic career that includes over 20 years experience in fire prevention and suppression. The second principle in the team is specialist in statistical analysis with a great deal of experience in computer assisted mapping and geographical information systems, two areas in which the City has limited experience. I have attached resumes of both individuals.

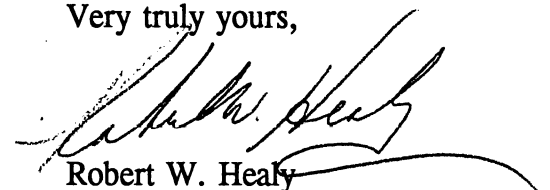
The cost of this study will be \$95,000 and it will be conducted over the next six months. The study will rely heavily upon input from every company in the Fire Department, as well as the computer assisted mapping process. The task force that recommended the firm will work closely with the consulting firm throughout its engagement and periodic responses will be prepared and forwarded to the City Council during the study to ensure that the City Council is fully aware of the process to be followed.

Upon completion of this study a comprehensive planning document, complete with alternatives and related budget costs, will be presented to the City Council. This planning document can then be used by the Fire Department and City Council to address the public safety needs of the City for the 1990's. In order to cover the cost of this study I am requesting the \$95,000.00 be transferred from available funds in the Fire Department Salary & Wages Account to the Fire Department Other Ordinary Maintenance Account. These funds represent savings that have already occurred in the Fire Department budget and in no way detract from the city's future ability to fill vacant positions. I would like to strongly stress the this is not a budget review. This is a comprehensive needs assessment for the City's Fire Protection Program which already has incurred budget cuts.

This comprehensive planning effort is the first undertaken in this area of public safety in decades, and will result in a range of policy alternatives for the City. Alternatives that can be reviewed and discussed by our citizens, our professional fire staff and the City Council.

Approval of this transfer is strongly recommended.

Very truly yours,



Robert W. Healy
City Manager

RWH/mev
attachments

Consent Agenda # 4

F-67

Transfer of \$95,000 to the Fire
Dept.

In City Council,

December 9, 1991